



# Utah Department of Corrections Base Budget Presentation

*to the Executive Offices and Criminal Justice Appropriations Subcommittee*

# Highlighted Accomplishments — Division of Prison Operations

- **Restrictive Housing** – Reduced use of restrictive housing from 14 percent to 6 percent in one year. Implemented new policy following national standards along with modifications of building configurations (selected by VERA to participate in a multi-state restrictive housing study).
  - Changes have required staff buy in through involving them in solutions, development of programs for inmates in restrictive housing, and changes in the Department's information management system
- **West One/Direct Supervision** – The construction of the Department's West One facility, now named Ironwood, was completed and is preparing for operation — this is a 192-bed facility at Central Utah Correctional Facility
  - Ironwood will operate as the Department's first Direct Supervision facility, which has required extensive training of staff from the National Institute of Corrections, and has been shown to increase safety of facilities reduce violent incidents.
- **Classification System Revision** — The system the Department uses to classify inmates is 30 years old and has become less predictive over time (this update is especially critical with changes in Direct Supervision & Restrictive Housing)
  - The Department contracted for the development of a new classification system, using current research and data to make it more predictive and effective

# Highlighted Accomplishments & Challenges — Division of Prison Operations

- **Movement/Critical Incident Response Team (MCIRT)** - The Department moved away from a traditional SWAT operation to a team trained specifically to respond to prison-related issues and incidents
  - This required adjustments to various staff positions, development of training areas and response team housing at the prison site
- **Challenges**
  - Staffing levels — 125 Correctional Officer vacancies — the prison continues to operate with extensive staff vacancies and required overtime
    - 60% of current Correctional Officers have less than 5 years of experience
    - 27% of current Correctional Officers have less than 1 year of experience
  - Coordinating many moving parts



# Highlighted Accomplishments — Adult Probation & Parole

- **Treatment Resource Centers** — Centers are now operational across the state, collaborating with the Programming Division to ensure a smooth transition between incarceration and community supervision
- **Transition Agents**— Agents are currently working closely with offenders, community partners, treatment providers and supervision agents to ensure better transition to the community. Agents also address needs such as identification, Medicaid, housing, and transportation.
- **Caseload Management** — 15 additional agents for community supervision were added last legislative session. Agents were distributed across the state according to caseload sizes and each region received at least one agent.
- **Central Valley Location** — Signed a building lease in West Valley City to house supervision agents and all Treatment Resource Center operations in the Salt Lake Valley. This will allow offenders to receive cognitive behavioral and substance abuse therapy, job readiness training and receive assistance from community partners in one central location. (located in close proximity to public transit which enhances access from all parts of the Salt Lake Valley)

# Highlighted Accomplishments — Adult Probation & Parole

- **Cedar City Office**— A new public safety complex is currently under construction in Cedar City and AP&P has secured space in this complex. It is anticipated the building will be ready for occupancy in the fall of 2017.
- **Parole Violator Program**— AP&P is adjusting the parole violator program to allow more offenders to participate, thus reducing parole violation returns.
  - The program will facilitate detoxification in a secure location increasing public safety and reducing strain on facilities in the community.
  - It will feature a close collaboration between AP&P and the Programming Division to immediately assess offenders needs and engage them in treatment.

# Challenges — Workload in Adult Probation & Parole

- The number of offenders on probation and parole continues to increase, responsible for 18,086 offenders on January 23<sup>rd</sup>.
  - The average monthly count of offenders in April 2016 was 17,671 — that number increased to 18,007 by December 2016.
  - In addition to this increase in the number of offenders, agents are asked to work differently — learning how to use new tools, new guidelines, and a different approach to managing individual offenders — all focusing on evidence-based practices in order to achieve better outcomes.
- AP&P continues to be challenged with insufficient office and treatment space across the state. We will continue to look for alternatives to meet the ever increasing need to provide offender services and supervision.

# Highlighted Accomplishments — Programming Division

- **Jail Program Reviews** — Completed facility reviews of county jail substance abuse treatment programs for the following: Weber, Beaver, Millard, Kane and Garfield
  - Developed partnerships with programming jails to deliver training and curricula development for fidelity and standardization of services
- **Post-Secondary Education** — Established pilot partnership with Salt Lake Community College to begin delivery of post-secondary education to 40 male and female offenders in January 2017
- **Sex Offender Treatment** — Currently developing an intellectually disabled treatment program for the sex offender treatment program — the program is also currently undergoing a review by Legislative Audit
- **Aging Inmate Population** — Currently developing program for Hospice Care for geriatric and end-of-life offenders

# Highlighted Accomplishments — Programming Division

- **Transitional Living Program** — Collaborating with Division of Prison Operations, Division of Programming and Utah Correctional Industries to create a program where offenders will be housed 4-6 months prior to release and receive cognitive behavioral therapy, job skills training and work closely with our transitional specialists on a successful release plan
- **Program Enhancement Committee** — Created the Program Enhancement Committee (PEC) for curriculum change, program development and the long-term process of implementation
  - Developed and instituted a facilitator Peer Review Tool and Process to systematically assess teaching performance for self-improvement, program fidelity and the development of the art and craft of teaching
- **Restrictive Housing** — Developed and implemented a three-tier cognitive-behavioral and reintegration treatment program for offenders in Restrictive Housing.



# Challenges — Programming Division

- Insufficient funding for the sex offender treatment program needed to hire an appropriate number of clinicians to provide services in accordance with industry standards.
- Maintain continuity of care of sex offender and substance abuse treatment programs by guarding against constant movement of offenders to county jails
- Limited prison education and vocational trade program options and opportunities

# Where We Are Heading— Correctional Industries

- **Increasing Offender Work Opportunities** — Correctional Industries is re-focusing on providing marketable skills to the inmate participants to assist them in finding meaningful employment upon release to the community
  - More work opportunities will be targeted toward inmates with assessed needs for employment assistance
- **Expanding Jobs in Gunnison** — As the characteristics of the inmate population changes, more work-eligible inmates are located at the Gunnison prison facility, so Correctional Industries is exploring adding work opportunities at that location.
- **Bifurcating Work Schedules** — For the first time, Industries will be developing bifurcated work schedules that will allow inmates to simultaneously hold a job while also completing substance abuse and sex offender treatment programming.

# Where We Are Heading — Correctional Industries

- **Building Soft Skills Courses for Offenders** — Although often overlooked, many inmates lack the soft skills needed to obtain a job and stay in a job. A defined curricula will help develop interview skills, ability to receive work-related feedback, the importance of work attendance and focus, etc.
- **Building Transitional Work Opportunities** — Correctional Industries will continue to find opportunities for inmates to work for businesses while incarcerated that transition into full time employment, with the same business, upon release. This type of partnership currently exists with Bullfrog Spas and AMSCO Windows.
- **Rebranding and Updating Marketing** — As Industries re-focuses on developing inmate employment skills, all branding and marketing materials will emphasize this new direction.

# Challenges — Correctional Industries

- **Fewer Low Risk Offenders** — With many of the changes from JRI, there are fewer lower risk offenders in the inmate population. This can create a challenge in finding work-eligible inmates for Industries.
- **Contraband** — Safety and security are essential in Correctional Industry operations. As inmates leave and return to housing, the risk of introducing contraband is heightened.
- **On Property Work Space** — Especially as Industries explores additional work opportunities at the Gunnison prison site, additional work space will be needed.

# Justice Reinvestment Initiative

- **Computer database changes**
  - Eased data entry for AP&P agents, especially on RIM sanctions/incentives
  - Improved data collection capabilities
  - Smoothed/automated coordination with Board on earned time cuts
- **Expanded transition/re-entry opportunities**
  - Transition Specialists' checklist
  - Introducing Transition Living Program
  - Multi-agency collaboration through ASCENT
- **Updated Risk/Needs Assessment and took it to the prisons**
  - Ongoing effort to assess all existing inmates



# Justice Reinvestment Initiative

- **Piloted “front-loading” of treatment dosage in Logan area**
  - Cooperation with GOMB to engage offenders in treatment immediately, including partnerships with the courts, local prosecution, and local authorities
  - Seeing dramatically reduced “risk” scores and gaining buy in from offenders
  - Holding feedback sessions with offenders and sometimes even family/support
  - Conducting comparison between experimental (Logan) and control group (Hurricane)
- **Evolved SUCCESS Initiative goals**
  - Focus prisons on getting inmates involved in productive behaviors
  - Focusing institutional programming efforts on reducing inmates’ risk levels
  - Sharing assessment information with the Board for better-informed decision making
- **Provided new trainings and train-the-trainer opportunities**
  - Effective case management, graduated responses

# Review of Recommended Budget Reallocations

# Ongoing Funding for Targeted Compensation— \$5,800,000

- The Governor included **\$5,854,200** in ongoing funding to establish a compensation plan for the Department's certified staff
- This funding reflects the only building block being requested by the Department, and details of the plan will be discussed as the Committee moves on to building blocks
- **RECOMMENDATION:** Increase the \$5,800,000 by \$54,200 to **\$5,854,200** to cover all of the cost of implementing a compensation plan for the Department's certified staff

# Ongoing Reduction in Jail Contracting— \$1,120,000

- The Governor's budget recommends the use of \$1,120,000 in ongoing funds from jail contracting to address several ongoing needs in other areas of the Department. These include
  - **\$400,000** — building leases for AP&P that were funded one-time last year (Included in the LFA Recommendation)
  - **\$515,000** — medical staffing that was funded one-time last year (Included in the LFA Recommendation)
  - **\$150,000** — increase in radio dispatch service cost (**NOT included** in the LFA Recommendation)
  - **\$55,000** — projected shortfall in inmate post-secondary education (**NOT included** in the LFA Recommendation)
- **RECOMMENDATION:** Reallocate **\$1,120,000** ongoing from the jail contracting line-items to address the ongoing needs identified above

# Nonlapsing Balances to Medical Services — \$2,055,000

- The Governor's budget recommended moving \$2,055,000 from nonlapsing balances in the Programs & Operations line-item to address needs in the Department's medical line-item
  - **\$1,600,000** — projected overall shortfall in the medical line-item (included in the LFA's recommendation)
  - **\$400,000** — Hepatitis C medication (included in the LFA's recommendation)
  - **\$55,000** — replace the panoramic x-ray machine in the Timpanogos facility (**NOT included** in the LFA's recommendation)
- **RECOMMENDATION:** Move a total of **\$2,055,000** from the Programs & Operations line-item to the Medical line-item in order to cover the anticipated shortfall, purchase Hepatitis C medication and replace the panoramic x-ray machine



# Retain Nonlapsing Balances for Department Needs— \$3,500,000

- The Department of Corrections would request keeping a minimum of \$3,500,000 of its nonlapsing balances within the Programs and Operations line-item in place
  - The Department has identified \$3,500,000 in needs that we are planning on funding through nonlapsing balances, including:
    - Ballistic Vests
    - Stab Vests
    - Radios
    - Facility Retro-fit (new Central Valley AP&P Office)
    - Ammunition
- **RECOMMENATION:** Retain a minimum of **\$3,500,000** of nonlapsing balances in the Department's Programs and Operations line-item

# One-time Reduction of Nonlapsing Balances

- The analyst is recommending taking **\$3,074,700** from nonlapsing balances in the Department's Jail Contracting line-item
  - **RECOMMENDATION:** The Department believes the current level of housing and services in the county jails would not be significantly impacted if these funds were taken from nonlapsing balances
- The Department would additionally make available \$2,000,000 in its nonlapsing balances within the Programs and Operations line-item
  - **RECOMMENDATION:** Make available **\$2,000,000** in nonlapsing balances from the Department's Programs and Operations line-item
- The Department has \$1,027,800 within its nonlapsing balances in the Programs and Operations line-item that the Legislature set aside for the new prison facility
  - **RECOMMENDATION:** The **\$1,027,800** will be moved to the Division of Facilities Construction and Management for the new prison facility

# Alternative Proposal — Reduction and Reallocation Recommendations

	Line-Item	One-time	Ongoing
<b>One-time Reallocation Nonlapsing to Medical</b>	<b>Programs &amp; Operations</b>	<b>(\$2,055,000)</b>	
<i>Medical Shortfall</i>	<i>to Medical</i>	<i>\$1,600,000</i>	
<i>Hepatitis C</i>	<i>to Medical</i>	<i>\$400,000</i>	
<i>Panoramic X-Ray</i>	<i>to Medical</i>	<i>\$55,000</i>	
<b>On-going Reallocation</b>	<b>Jail Contracting</b>		<b>(\$1,120,000)</b>
<i>Medical Staffing</i>	<i>to Medical</i>		<i>\$515,000</i>
<i>AP&amp;P Leases</i>	<i>to Programs &amp; Operations</i>		<i>\$400,000</i>
<i>Dispatch Services</i>	<i>to Programs &amp; Operations</i>		<i>\$150,000</i>
<i>Post-secondary Shortfall</i>	<i>to Programs &amp; Operations</i>		<i>\$55,000</i>
Capital Project Funds, New Prison (Nonlapsing)	Programs & Operations	(\$1,027,800)	
One-time Corrections Needs from Nonlapsing	Programs & Operations	(\$3,500,000)*	
One-time Reallocation Nonlapsing	Programs & Operations	(\$2,000,000)	
<b>TOTALS FROM NONLAPSING</b>	<b>Programs &amp; Operations</b>	<b>(\$8,582,800)</b>	
One-time Jail Contracting Nonlapsing	Jail Contracting	(\$3,074,700)	
Targeted Compensation — Career Ladder	Programs & Operations		\$5,854,200

\* Leave this \$3.5 million in the Department's nonlapsing balances to address many internal needs

# Questions